

PARTICIPATORY PROJECT MANAGEMENT AND SUCCESS OF SLUM UPGRADING PROJECTS IN KOROGOCHO INFORMAL SETTLEMENTS NAIROBI CITY COUNTY, KENYA

Dorothy Karimi Njeru

Master of Business Administration (Project Management), Kenyatta University, Kenya

Gladys Kimutai

Department of Management Science, School of Business, Kenyatta University, Kenya

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ABSTRACT

Slum upgrading projects have in existence in Kenya since 2000. Their aim is to improve the living standards of the slum residents. However, the level of poverty continues to increase in the slums. The project success of the slum upgrading projects is questioned because the number of people living in the slums is increasing. Experts' development studies suggest that for project to be successful, participatory project management should be embraced. Despite the government of Kenya advocating for citizen participation in community development projects, the slum upgrading projects are not meeting their intended objectives. Therefore, the purpose of this study was to establish how participatory project management influences the success slum upgrading projects in Korogocho informal settlements. The specific objectives of the study were to establish how participation at different stages of project life cycle- identification, planning, implementation, and monitoring and evaluation influence the success of the slum upgrading projects. The study was guided by the theory of change. The study was conducted in Korogocho informal settlements in Nairobi County. The participants were selected through cluster sampling and simple random sampling. The study used both qualitative and quantitative research. The research design is descriptive study. Data analysis was done by use of the regression model and SPSS software. Information was presented in form of tables graphs and narratives. Descriptive statistics was used to analyze, present, and interpret

data. The result shows that participatory project management leads to the success of the slum upgrading projects. The findings show that increase in participation in the following stages of project management: project identification, project planning and project implementation increases chances of success of slum upgrading projects. There was participation in project identification stage although basing on the mean scores more participation is needed. Community members were involved in project implementation. However, basing on mean scores, more inclusion is essential to ensure success of SUPs. Participation in project implementation stage was noted. However, increase in participation in this stage would lead to increase in success of the slum upgrading projects. However, from the regression model the PPME coefficients were negative hence implicating that increase in participation at this level would decrease chance of success. Therefore, the study recommends that community members should take an active role in all of the projects being carried out in the informal settlement. More participation in project identification, project planning and project implementation should be encouraged. However, minimal participation in monitoring and evaluation should be encouraged. Further study should be done to on the same topic but with inclusion of other variables.

Key Words: *participatory project management, success, slum upgrading projects, Korogocho informal settlements, Nairobi City County, Kenya*

INTRODUCTION

The work nature is constantly changing and there has been a major increase in the demand for project management. Project management was first embraced in the traditional project based industries such as information technology and aerospace. However, project management is now adopted in other sectors such as health care, finance, construction and energy sector (Richardson, Earnhardt, & Marion, 2015). Project management, as defined by project management book of knowledge, which was created by project management institute in 2008, is the utilization of knowledge, tools, skills and techniques in project activities to achieve the project targets. The PMBOK states project management has five phases- identification, planning, implementation, monitoring and control, and closure. The identification phase involves all the activities that aim at defining a new project or a phase from an already existing project. The planning stage includes all activities that aim at establishing the overall scope of the effort needed to finish the project successfully (Mulwa, 2008). Moreover, it defines the project objectives and creates all the actions necessary to achieve those objectives.

During the implementation stage, the activities that take place aim at completing the work defined in the project management plan that is developed during the planning process. The second last phase of project management is the monitoring and control stage. Monitoring involves keeping track of the project activities to ensure the progress and project performance is as desired. Control on the other hand involves the activities that are necessary to adjust the progress and modifications to fill any gap between existing progress and an accepted plan. The last phase of project management is closure which activities are those that are necessary for finalizing the project officially. Upon understanding the project management cycle, it is important to understand the theories of projects activities such as skills, tools, knowledge, and technology as well as how to apply them in real life project management. When the project activities are well-understood success of projects can be assured.

Project Success

According to Savaya and Spiro (2011), project success is a crucial aspect of social projects for both moral and financial reasons. Success refers to ensuring the intended purpose and the objectives of the project are met. It means that the community members' livelihoods and the overall state of the area have improved as result of projects carried out in the community (Kates, 2011). Project evaluation especially the developmental projects are not complete if issues of success are not addressed. However, it is essential to understand the predictors of success in order to ensure success is assured in any project. Project success has different predictors, which are categorized in four: the main funder, the community, the auspice organization, and the variables that regard the project. The variables on the funders involve investment and involvement in the project. Those variables that are concerned with the community include the community participation in the project running. The variables that regard the auspice organization involve the sense of ownership, the managerial support, and the existence of project

champions. Finally, the variables that are concerned the project involve both the nonfinancial and financial resources (Savaya and Spiro, 2011).

Project success has become an issue of concern and its significance will increase in the coming years. Project success refers to the continuation of the project even when the change agents or the donors have exited. Project success leads to the empowerment of the beneficiaries. Deland (2009) defined project success as efficient use of resources by the project team from project initiation to project closeout. Tam (2010) defined project success as enhancing positive impacts while minimizing the negative impacts- economic social and environmental- throughout the process through which projects are initiated planned, implemented, monitored and evaluated ensuring the anticipated benefits are achieved and there is sustainable development in the society.

The concept of project success has a varied and broad scope. Project success makes sure that institutions are supported through projects and the benefits realized are maintained and continue to exist after the end of the project (IFAD, 2007). In the development sector, the concept of success has been applied to financial resources. Different researchers have identified the indicators of project success. Indicators can be economical, social, or environmental depending on the type of the project. Mahinge (2013) in his study on the success of community projects identified project indicators as improved living standards, high levels of income, recorded growth, profitability, and objectives being met.

Theuri (2014), studied the determinants of project success among non-governmental organizations in the health sector in Nairobi County. She used descriptive research design. The sampling design adopted was systematic random sampling. The target population was attained using Krejcie and Morgan table. The tool for data collection was questionnaires. In her study, she identified the indicators of success of the project to include financial viable, environmental sound, long-term community value and social responsible. Kimei (2014), in her study on community participation and success of community development projects identified project success indicators as the ability of the community members to use and improve the project after donors exit. The other indicator of success she identified was the project life span either long-term or short-term. The indicators of the project success vary with the nature of the project. However, the common indicators as seen in the reviewed literature include financial benefits, long-term project lifespan, community value which represents community empowerment.

Participatory Project Management

Community participation in developmental projects is a key aspect of promoting accountability, efficiency, and transparency especially in allocation of resources as well ensuring the problems of social inequality are addressed (Nuttavuthisit, Jindahra, and Prasarnphanich, 2014). Participatory project management ensures inclusion of the community members in making key decisions of every phase of the project. Community members take active role in the

identification, planning, execution, monitoring, and control as well as in closure phase. Participation in this context is where groups, organizations and individuals decide to take an active role in decision-making on issues that affect them (Usadolo and Caldwell, 2016).

PPM also includes project needs identification. During project needs identification, people take part in pointing out their felt needs and ranking them in terms of the most pressing. If people are involved in these processes, they end up owning the project as their own and manage it effectively. Participatory development is effective because it starts an empowerment process that allow the beneficiaries of the project to assume responsibility for developing and designing initiatives, executing them and ensuring high levels of project success are maintained. Participation is a goal by itself and can be seen as an empowerment process in which people acquire knowledge, skills and experience to pursue greater accountability for their development (Barasa & Jelagat, 2013).

The other phase of PPM is PPP, which involves community members taking part in the development of project plans, planning for necessary resources as well as activities. Project planning assists in developing timelines for the achievement of the project goals. After project planning, the other phase is project implementation. Participatory project implementation is essential as it allows pooling of resources to ensure the project activities are effectively and efficiently carried to ensure the project goals are timely and successfully met. The final stage is monitoring and evaluation. Participatory project monitoring and evaluation helps in ensuring the project is carried out in the right way. It helps in the correction of errors and inclusion of omissions.

Participative approaches rely on people and success is determined by their involvement and cooperation. Several projects have collapsed due to lack of significant participatory processes involving people and hence project management gaps emerge and this threatens the survival and success of these projects (Mulwa, 2008). Evidence has shown that funds availability does not guarantee project success and sustainability. However, community participation in management, monitoring, and evaluation is essential.

Slum Upgrading Projects in Nairobi County

The urban centres of Kenya are facing an increasing growth rate of slums. As urbanization take place, so is the creation and growth of informal settlements. According UN-Habitat (2009), more than 34% of Kenya population lives in the urban areas with more than 71% in the slums. Nairobi City County is one of the most affected cities in Kenya with at least nine slums distributed among the nine administrative districts. The slums are Korogocho, Mathare, Kibera, Mukuru Kwa Njenga, Mukuru, Soweto, Kiambiu, and Kinyago. The dwellers of these areas live in very disturbing inhumane conditions, with lack of access to clean water, improved health services, sanitation, and housing. Moreover, majority of these people are unemployed and lack access to quality education. It has led to increased rates of crimes and insecurity in the areas. These

conditions have attracted government institutions and non-governmental organizations in the areas with the aim of providing interventions to the residents. It has led to the growth of slum upgrading projects.

Slum upgrading projects in Kenya were initiated back in 2000 with the unveiling of The Kenya Slum Upgrading Programme (KENSUP) that was as result of agreements between the government of Kenya and UN-HABITAT (Huchzermeyer, 2008). The initiation was as the aim to improve the living conditions of people living in the slums as ell ass achieve the millennium development goals. The MDG seven target eleven aims at ensuring the people in the slums afford a modest life. According to UN-Habitats, Korogocho is an informal settlement found in Nairobi. It is ranked the fourth largest slum. There are projects that aim to improve the living conditions of the slum dwellers. The project aims at ensuring that the community members are involved in the programme. The key stakeholders are involved in the implementation of the projects to ensure success.

STATEMENT OF PROBLEM

Project success is essential as it helps in ensuring empowerment of the beneficiaries. Project success is a key element to sustainable development of a country. As a way to ensure project success, the community members need to take part in the identification, planning, implementation and monitoring and evaluation of the project. The Korogocho informal settlements have not developed despite several governmental and non-governmental projects in these areas. The residents of this area continue to experience poor living conditions such as lack of better housing as well as poor sanitation. It therefore raises concerns of what makes these projects not achieve their desired outcomes. The Kenya's new constitution has a key focus on public participation under devolution. It is meant to change the decision making from centralization to decentralization that is to the counties allowing bottom up engagement (Public Participation Key to Kenya's Devolution). Slum upgrading has faced many issues when it comes to participation due the fact that the slum dwellers are not the legal owners of the areas they reside and sometimes there are questions of whether they should be occupying the area. Due to this, slum residents have been left behind in from taking active part in the political, economic, and cultural activities of the cities (Arimah, 2011). Despite the legal guidelines in many countries advocating the involvement of the local people in the project cycle that is, identification, planning and design, monitoring and evaluation and implementation, participation has not been fully adopted. The government has not been successful in ensuring the locals take part in the planning or urban activities and slum upgrading projects. However, these laws are present and allow for participation (Goldfrank, 2012). In Kenya, a long process has been taken to ensure the growth of community participation in the economic development. However, it is not yet clear whether local participation leads to sustainable projects. Participation has been associated with empowerment and capacity building to the beneficiaries. It is therefore important to find out whether participatory project management leads to the success of slum upgrading projects.

GENERAL OBJECTIVES

The general objective of this study was to establish participatory project management influences to success slum upgrading projects in Korogocho informal settlements.

SPECIFIC OBJECTIVES

1. To establish the influence of participatory project identification on success of slum upgrading projects in Korogocho informal settlements.
2. To determine how participatory project planning influences the success of the slum upgrading projects in Korogocho informal settlements.
3. To find out the influence of participatory project implementation on the success of slum upgrading projects in Korogocho informal settlements.
4. To establish how participatory project monitoring and evaluation influence the success of slum upgrading projects in Korogocho informal settlements.

THEORETICAL REVIEW

Change Theory

The first theory to be examined in this study is the theory of change. The theory was proposed by Kurt Lewin. Theory of change is a theory that focuses on constructing a model that focuses on the underlying assumptions, influences, logic, expected outcomes, and causal linkages of a development project (Jackson, 2013). Moreover, theory of change is an efficient tool for developing solutions to social problems. The theory of change is crucial in this study because it focuses on the change that will occur in the slums after the success of slum upgrading projects.

Freirean Theory of Dialogue and Society

This project is based on the second theory to be reviewed is the Freirean theory of dialogue. The Paulo Freire's theory of dialogue (Freire, 1997) states that dialogue is crucial to freedom and education of the people since it challenges past held methods using critical thoughts. Freire advocacy for dialogue was because constant communication opens doors for success and prosperity in any situation. When project leaders and community members learn to dialogue, breakthroughs are found. Taking part in dialogue challenges mediates social realities by bring them out as problems that can be critically analyzed by the people who are directly experiencing them (Rugut and Osman, 2013).

The importance for the use of the Freire theory in this project is due to the advocacy for active participation of slum residents in the slum upgrading projects in order to ensure their success. Community members require being involved in the entire project management of these projects.

Theory of Ladder of Citizen Participation

This theory was proposed by Sherry R Arnstein. Citizen participation gives opportunity to the public to influence decisions that will affect them. It plays a major role in ensuring democracy and success of projects and policies. In 1969, Sherry Arnstein developed a ladder of participation that aimed to show citizen participation ranging from high to low in the planning processes. As shown in the figure below, Arnstein showed how decision power should be divided in different levels of the ladder. The ladder with much decision power to the citizen, citizen control, ensures accountability, transparency, and success.

EMPIRICAL REVIEW

Participatory Project Identification and Project success

Project identification phase is the first phase of the life cycle of a project. During this phase, project needs and objectives are identified. Needs assessment is carried and possible solutions to the problem are presented. After selection of the best intervention, project proposal is developed. Participatory project identification therefore refers to the involvement of community members in the undertaking of the above activities. Community members have a better knowledge of the problems affecting them and hence can help develop a sustainable solution. The participatory aspects of project identification that lead to project success are the following. They include community involvement in the sourcing of project idea, selecting the type of the project, attending conceptual meetings and taking part in feasibility studies.

The involvement of community members in project identification is essential because the project should emanate from the needs of the community. The project technical team should not have predetermined ideas of the interventions to the community problems during this stage of the project because it will hinder participatory processes in the succeeding stages (Jacob, 2011). He argued that many project failures are because of community members being left behind during the identification phase. The project technical team comes with a blue print plan, which they impose to the community members to accept.

Maraga et.,al (2011) studied community participation with the course of project life in afforestation projects in river Nyando basin, Kenya. The study adopted descriptive research design. The data collection tools were informant interviews, standardized questionnaires, and focus group discussion. The sampling method used was systematic sampling method. A single household was selected out of the first five household. During the project identification phase, they found that there was low involvement of community members. It was in line with other studies that found out that the community members are not included in the activities of project identification such as proposal development, project site selection and needs assessment.

Ehigiator (2013) was investigating the role the community based organization had in responding to the challenges found in the community. He identified that inclusion of community members in

project management phases will be an effective strategy to ensuring sustainable solutions in the slums. Project identification involves needs assessment, selection of project objectives, project team and other essential requirements of the project. This is an important phase of a project because it determines the success and sustainability of the project. According to Ehigiator (2013), participation in project identification assists the project team to select the intervention that best responds to the needs of the community. The community members are well aware of the challenges facing them and therefore, they can be involved to develop suitable solutions. During this stage, the community members take part in needs assessment as well as development and selection of community interventions.

The above studies show that there is involvement of community members in the project identification stage. Community members are included in the needs assessment as well as in the project proposal development.

Participatory Project Planning and Project Success

Project planning is the second phase of a project life cycle. During this stage, the project solution is further developed with the required steps to achieve the project goals identified. It involves planning for resources- human and financial. It also involves the formulation of work plan. When one talks of participatory project planning, it means that including community members in developing the project plan. The participatory planning aspects that lead to project success includes participation in the development of project plan, decision making role and consultation on resources needed (human & non-human).

Dhubhain et.,al (2008) also found out that lack of community involvement in project planning in Ireland and Flanders led to delay of project implementation. This led to projects in those areas lagging behind. Maraga et.,al (2011) on their research study on community participation in project life cycle of afforestation projects the looked at the involvement in the project-planning phase. The study adopted descriptive research design. The data collection tools were informant interviews, standardized questionnaires, and focus group discussion. The sampling method used was systematic sampling method. A single household was selected out of the first five household. They found out that community members were involved in the planning of the projects. When the respondents were asked whether they attended planning meeting more than a half, 54%, of them were aware of any planning meeting was done.

Jelegat and Barasa (2013) argued that community involvement in project planning is critical in promoting development at the basic community level. They felt that community participation is an essential tool for sustainable development for any country's development. Participation is known to promote empowerment, equity, accountability and ensures democratic behavior and development. Participation more so in project planning ensures better management actions and high rates of project completion as well as ownership. Their recommendation was community members need to be involved in all the stages of project management. They should take charge

of identifying, planning, and managing their needs without imposed interventions from the outside.

Participation of community members in project planning is essential as it paves way for effective implementation of the project. However, the review of the above literature showed that majority of community members are included in the planning of the project. Many of them fail to know when the planning takes place.

Participatory Project Implementation and Project Success

Participatory project implementation refers to the inclusion of all stakeholders in the execution of the project. Project implementation is the third phase of the project life cycle. During this stage, the project plan developed in the planning stage is put into action. The participatory project implementation aspects that lead to project success include community involvement in project activities and community members employed in project.

Maraga et.,al (2011) on their study on community participation in the project cycle of afforestation projects looked at the participation in project implementation phase. The study adopted descriptive research design. The data collection tools were informant interviews, standardized questionnaires, and focus group discussion. The sampling method used was systematic sampling method. A single household was selected out of the first five household. Different to the identification and planning stage, there were high levels of community participation. Community participation at the implementation phase is higher than in the other stages of project cycle.

Bokea (2012) in his study on factors influencing implementation of community projects found that community members were not fully involved. He pointed out that project implementation failures were increased by lack of community participation. He suggested that community members should be motivated to take part in the community developmental projects.

Limo (2013) found that lack of community participation in the implementation of community development projects as key reason for lack of project success. He suggested that better strategies to increase citizen participation should be formulated. The reviewed literature pointed out that public participation in the project implementation stage is better compared to the other phases of the project life-cycle. However, more needs to be done to motivate and allow community members take part in the execution of the developmental projects in their area. Moreover, better strategies that allow community involvement require to be formulated.

Participatory Project Monitoring and Evaluation and Project Success

Monitoring is a continuous form of evaluation, which is carried out throughout the course of the project. It aims at improving the project design and implementation. Evaluation on the other hand, is an organized process that involves collection, recording and organizing of information

concerning project outcomes inclusive of project deliverables and project deliverables as well as project impacts. Participatory monitoring and evaluation is the process, which engages stakeholders in different levels in monitoring and evaluating specific project have a share of control over the information and take part in identifying the appropriate collective measures. PPME does not only ensure effectiveness but also ensuring ownership, accountability, transparency, and empowerment of beneficiaries. The participatory project monitoring and evaluation aspects that lead to project success include community involvement in M & E process and community members employed in project.

Thou (2010) studied the level of beneficiaries' involvement in projects in regards to the Kenya Agricultural Productivity Project. The research design used was descriptive survey. The sampling design adopted was stratified random sampling. The data collection tools were interviews and questionnaires. He found that beneficiaries were highly included in the project monitoring and evaluation exercise. He found out the inclusion of beneficiaries made them empowered and fostered ownership of the projects. The beneficiaries were also able to help the project technical team identify the failures that they may have encountered. Maraga et.,al (2011) studied community participation within the course of project life in afforestation projects in river Nyando basin, Kenya. The study adopted descriptive research design. The data collection tools were informant interviews, standardized questionnaires, and focus group discussion. The sampling method used was systematic sampling method. A single household was selected out of the first five household. They found that community participation in project monitoring and evaluation phase was low. Majority of them were not even aware that the exercise took place. Many of community members did not also get access to the monitoring and evaluation reports.

Meri (2013) studied the key elements that lead to effective monitoring and evaluation. The study used descriptive research design. The data collection tool was a questionnaire. The study also adopted a simple random sampling method to acquire its respondents found out that community participation was one of the key elements to effective monitoring and evaluation. Community participation led to effectiveness of monitoring and evaluation in that it fostered accountability and transparency. The study later recommended that all stakeholders should be involved in the monitoring and evaluation to increase its effectiveness. In the above reviewed studies, inclusion of community members was pointed out as a critical element towards effective monitoring and evaluation. The studies also found that the participation increased accountability and transparency.

RESEARCH METHODOLOGY

Research Design

The research used both qualitative and quantitative research. It employed a descriptive survey research design. The design enables the research to gather information, analyze, summarize, present, and interpret to form basis for clarification. Mugenda and Mugenda (2003) explain a

survey as an attempt to collect data from members of a particular population to determine the status of that population with respect to one or more variables.

Target Population

The target populations of this study are the community beneficiaries of the SUPs in Korogocho informal settlements and the project managers of the funding organization. Target population includes all the members of a real or hypothetical set of people, events that the researcher aims to generalize the research study results as indicated. (Borg and Gall, 1989). According to Syrjänen (2008) report, the KENSUP was to be implemented by the UN-Habitat, GOK, local authorities, civil society agencies, participating slum communities, and private sector. There are 5 institutions implementing SUPs in Korogocho informal settlements. There are 1,000 beneficiaries of the selected organization people living in Korogocho informal settlements.

Sampling

According to Mugenda and Mugenda (2003), a sample of 10%-30% of the total population is sufficient for a descriptive research. The final sample size comprised of 5 project managers who were selected through census and 100 community members who were selected by probability methods. The method used was cluster-sampling method where the population involved was based on the projects facilitated by the 5 institutions. Therefore, there were 5 clusters. After respondents were picked randomly by simple random sampling method,

Data Collection

Secondary data from previous research reports was used to offer a wider understanding of the issues under examination in the study. Primary data was collected by use of a questionnaire. The questionnaires were both close-ended and open-ended questions. The questionnaires were self-administered to the project managers from the 5 institutions. For the community members' with low literacy levels the necessary assistance was offered.

Data Analysis and Presentation

Data analysis refers to the processing of the data to obtain answers to the research questions (Mugenda and Mugenda, 2003). Completeness of questionnaires and interview schedules completed each day was checked at two levels: one by the enumerators and then the researcher. It ensured detection of anomalies and correction while still in the field. The questionnaires were edited and coded. Further, the questionnaires were edited in search of logical inconsistencies and omissions. Any error found was confirmed from the original questionnaire and necessary corrections were made. Analysis of data was done by SPSS since it is the most suitable tool. The findings are presented in the form of graphs, tables and narrative. The data analysis was done according to the objectives and variables of the study. Descriptive statistics was used to analyze, present, and interpret data. Descriptive analysis involves the use cross tabulation and frequency

distribution tables that were used to generate values between independent and dependent of the study. Regression model was used to determine the relationship between the variables. Regression model gives a powerful explanation and is persuasive in showing the relationship between two variables. The regression equation was:

$$Y = \beta_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where: Y = sustainable slum upgrading projects; β_0 = constant; b_{1-4} = Regression Coefficient; X_1 = Participatory project implementation; X_2 = participatory project monitoring and evaluation; X_3 = Participatory project identification; X_4 = participatory project planning; ε = error term

RESEARCH RESULTS

Success of any project is dependent on how well the phases of project management are carried out. Involvement of beneficiaries in these phases has great impact on the success of the projects. The phases are project identification, project planning, project implementation and project monitoring and evaluation. The study aimed at finding out the influences participation of community members in these phases of project on the success of slum upgrading projects in Korogocho Informal Settlements. Out of 105 questionnaires given to the respondents 102 were returned. The gender of the respondents comprised of 63.86% males and 36.14% females. Majority of the respondents aged between 36-45 years.

Participatory Project Identification

The researcher found that beneficiaries are involved in the first phase of project management that is project identification. It was strongly agreed that community members were involved in conceptual forums, needs assessment and feasibility studies of the project. The respondents strongly agreed that the source of idea was from the community members. They agreed that before the donor continued with the project their input was considered through the feedback they gave during conceptual framework and needs assessment. However, from the mean scores recorded more participation in project identification stage would increase the chances of success of SUPs.

Participatory Project Planning

The researcher found that project beneficiaries were involved in project planning activities. The activities included making major decision such as project plans, project duration, project resources, project usage and access as well as the sanctions to be applied to anyone who violates the project set guidelines. Majority of the respondents strongly agreed to be part of the participants who made decisions on the various activities for the project. This had a positive contribution to the success of SUPs. However, the mean scores show that more of involvement need to be done in this phase.

Participatory Project Implementation

The researcher found that beneficiaries took part in the implementation stage through provision of labor and procurement of resources. Some of the activities such as building of toilets community members provided labor and they were compensated. On procurement of resources, the community members were involved in buying of the resources that were needed to enhance transparency and accountability. Majority of the respondents agreed to being part of the team that ensured the implementation activities were carried out. They offered the required labor and helped procure resources. This led to a positive relationship with the success of SUPs.

Participatory Project Monitoring and Evaluation

The researcher found that community members were aware of the monitoring and evaluation of the project. Moreover, majority of them did take an active role in some of the activities of monitoring and evaluation such as settling of disputes emanating from the project. The respondents agreed to have constantly received update on the project progress. This led to a positive relationship between PPME and success of slum upgrading projects.

Success of Slum Upgrading Projects

The researcher found that the success of slum upgrading project was enhanced by the participation of community members in all stages of project management. As a result, beneficiaries strongly agreed that the project objectives were met, there was a recorded growth of the informal settlement, and profitability was realized as well as improvement of the living conditions.

INFERENCE STATISTICS

This section gives a summary of regression model analysis between the independent variables that includes PPID, PPP, PPI and PPME and the dependent variable which is success of slum upgrading project.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.380	.354	.63006

a. Predictors: (Constant), participatory project planning, participatory project implementation, Participatory project identification, participatory project monitoring and evaluation

b. Dependent Variable: success of the project

The table above shows the model summary the R, value represents the level of relationship where R is 0. 616, which shows a strong positive association between PPID, PPP, PPIM, PPME and success of slum upgrading projects. Adjusted R-squared shows the basic relationship between the respondents and the variables. From the summary we have a positive value of 0.354

of the adjusted R squared value which explains that there is a relationship between the respondents and the variables.

Table 2: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.592	4	5.898	14.857	.000 ^b
	Residual	38.507	97	.397		
	Total	62.099	101			

- a. Dependent Variable: sp
- b. Predictors: (Constant), ppp, ppi, ppim, ppme

The F statistic value 14.857 shows the whole regression model is significance therefore it contains some explanatory value which is there is a significant relationship between participatory project identification, participatory project planning, participatory project implementation, participatory project monitoring and evaluation and the success of slum upgrading projects.

Table 3: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.496	.724		3.448	.001
	PPIM	.384	.163	.378	2.353	.021
	PPME	.391	.129	.344	3.043	.033
	PPID	.391	.129	.344	3.043	.003
	PPP	.019	.118	.014	.159	.874

- a. Dependent variable: success of the project
- b. Independent variable: participatory project planning, participatory project implementation, Participatory project identification, participatory project monitoring and evaluation

The Coefficients Table above provides us with a Constant (β_0) (2.496) and the co-efficient of PPIM variable (.384), PPME (0.381), PPID (0.391) and PPP (0.019) which aids in the formulation of the multiple linear regression equation. All the independent variables gave a positive coefficient suggesting that it has a positive relationship with the success of SUPs. The regression equation is:

$$Y = 2.496 + 0.384 X_1 + 0.381 X_2 + 0.391 X_3 + 0.019 X_4$$

Where: Y = sustainable slum upgrading projects; β_0 = constant; b_{1-4} = Regression Coefficient; X_1 = Participatory project implementation; X_2 = participatory project monitoring and evaluation; X_3 = Participatory project identification; X_4 = participatory project planning; ϵ = error term

The regression analysis indicates that participatory project identification contributes 39.1%, participatory project implementation contributes 38.4% and participatory project monitoring and evaluation contributes 1.9% to the success of slum upgrading projects. Therefore, this study affirms that there is a positive relationship between PPID, PPP, PPIM, PPME and success of slum upgrading projects in Korogocho Informal Settlement.

CONCLUSIONS

Basing on the findings of the study, the researcher makes the following conclusions: participation of beneficiaries in the project identification stage is very essential to the success of slum upgrading projects. Increase in participation in this stage leads to increased chances of project success. Participation in this phase helps identify a project that resolves community needs as the community members know their needs well than the funders. It also fosters ownership and accountability from initiation.

From the study one can also conclude that participatory project planning plays a major role in ensuring slum upgrading projects are successful. Inclusion of project beneficiaries in planning increases accountability which is a key aspect to success of project. Participatory project planning enables both the beneficiaries and the donors have the required information on the timeline and activities. Therefore, it allows proper monitoring of the activities. To ensure success of any project it is therefore important to increase beneficiary participation.

The research also shows that participatory project implementation leads to the success of a project. Involvement of community members in project implementation increases levels of project ownership by the community members. Participation in implementation phase also ensures that there is transparency with the way the project is being carried out. Participation in this stage also saves on resources cost such as human resources. This in return increases the success rates of projects.

Participatory project monitoring is essential to the success of any project. During this stage, both the beneficiaries and project donors get to identify the shortcoming of the projects and works on them. It is essential to carry out project monitoring right from initiation in order to identify projects shortcomings and work on the as the project progresses. Project monitoring and evaluation also assists in the identification of possible disputes arising from the projects.

Finally, project success is identified by improved living conditions, recorded growth, recorded profitability and benefits to community members as well as meeting of objectives. When the living conditions have increased community members are able to achieve the basic needs. The project success will also impact positively to the environmental sustainability as well as to the education of the community members.

RECOMMENDATIONS

From the above study, it is clear that participatory project management plays a role in the success of slum upgrading projects. Therefore, it is important that project donors and funders increase the inclusion of the beneficiaries in the project management phases. This study therefore recommends that community members should take an active role in any project that takes place in their area.

During project identification, more members should be involved through use of conceptual forums and needs assessment activities. Through these activities, members are able to raise the projects that will adequately respond to their needs. This in return, ensures that the projects are successful and sustainable since the beneficiaries will own the project. From the mean scores in the study, more inclusion ought to be practiced in this level.

In planning stage, community members' inclusion is essential since their input in majority of decision made affects the success of the projects. Therefore, the researcher recommends that basing on the mean scores; increase in participation would help increase chances for success of slum upgrading projects.

Project implementation phase is a key stage that requires beneficiary inclusion. It is therefore, important for funders to ensure that community members take part in the activities of this phase. The activities include implementing the activities laid out in the action plan. From the study, the researcher recommends participation should be increased to increase chances of success.

Project monitoring and evaluation is essential to the success of any project. Inclusion of community members in this stage is also important to the success. However, from the study PPME has a negative impact on the success of the SUPs. The researcher therefore recommends minimal inclusion of the community members so as not to decrease the chances of success of SUPs.

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